

**BY ORDER OF THE COMMANDER  
916TH AIR REFUELING WING**

**916TH AIR REFUELING WING  
INSTRUCTION 90-901**



**5 OCTOBER 2011**

***Special Management***

**OPERATIONAL RISK MANAGEMENT**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This instruction implements Air Force Policy Directive (AFPD) 90-9, Operational Risk Management, and Air Force Instruction (AFI) 90-901, Operational Risk Management. It is intended to provide instruction for the implementation and sustainment of Operational Risk Management (ORM) in the 916th Air Refueling Wing (ARW). This instruction applies to the 916th Air Refueling Wing and attached units. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the Air Force AF Form 847, *Recommendation for Change of Publication*. Route AF 847s through the appropriate chain of command. Ensure all records created as prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) located at <https://www.my.af.mil/gcss-af61a/afrims/afrims/rds>

**1. Overview:**

**1.1. General.**

1.1.1. This document is intended to provide the strategic plan for the implementation and sustainment of Operational Risk Management (ORM) in the 916th Air Refueling Wing. ORM initiatives include training, tools and information, application to mission activity, integration, and oversight. These initiatives will be refined, enhanced, and updated as ORM integration matures, experience is gained, and mission needs change the sustainment focus.

**1.2. Resources.**

1.2.1. All resources required to implement and sustain ORM for units within the 916 ARW will be provided by the unit.

### **1.3. Financial Requirements.**

1.3.1. Current Operation and Maintenance (O&M) funding is expected to be sufficient to support implementation and integration of ORM into 916 ARW activities. The only significant future expense is funding to train replacement ORM advisors in the event of reassignments. This expense is limited to travel and per diem for one week to Kirtland AFB, NM or alternate venue approved by AFRC.

### **1.4. Manpower Requirements.**

1.4.1. Each group within the wing will appoint an ORM program advisor to oversee the implementation and sustainment of ORM for all units within the respective group. Additional duty personnel will support the wing and group ORM programs in the form of functional area specific ORM advisors and safety representatives. Supervisors will ensure assigned personnel apply ORM to all applicable mission-related activities.

## **2. Introduction.**

### **2.1. Purpose**

2.1.1. The purpose of this plan is to implement requirements identified in AFRPD 90-9, paragraph 5.5.

### **2.2. Vision**

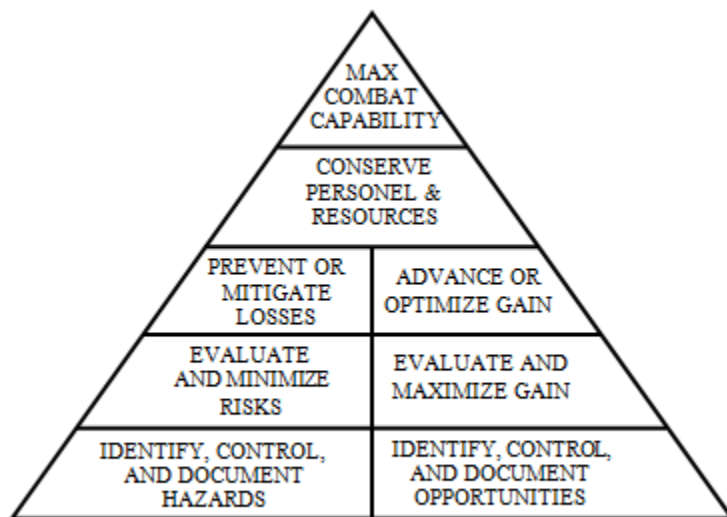
2.2.1. Ensure an organization in which all personnel manage risk so that operations are successfully completed in the most mission effective manner possible.

### **2.3. Mission**

2.3.1. Enhance mission effectiveness while minimizing risk.

### **2.4. Goals**

2.4.1. The hierarchy of goals, illustrated in Figure 1, is the crucial framework for defining operational risk management.

**Figure 1. Operational Risk Management Hierarchy.**

### 3. Objectives.

#### 3.1. Overview

3.1.1. The following objectives provide an overview of how this plan will be implemented in support of Air Force requirements.

3.1.1.1. Objective 1. Train our people to apply, implement, and integrate ORM.

3.1.1.2. Objective 2. Provide tools and information to enable ORM use.

3.1.1.3. Objective 3. Integrate ORM into all mission-related activities.

3.1.1.4. Objective 4. Continuously improve ORM processes, products, and policies.

3.1.1.5. Objective 5. Encourage off-duty application of ORM.

3.1.1.6. Objective 6. Provide oversight.

#### 3.2. Objective 1. Train our people to apply, implement, and integrate ORM.

3.2.1. Introduction. Training and education initiatives within the wing in support of ORM are categorized as basic level and advisor level.

3.2.1.1. Basic. The basic level includes locally performed training for all wing members.

3.2.1.2. Advisor. The advisor level includes participation in all basic level training and participation in specialized Air Force-level training.

#### 3.2.2. Implementation and Responsibilities.

3.2.2.1. Basic. The basic level includes participation by all wing members in a combination of training venues. The Introduction to ORM training course is required for all personnel and can be accomplished either as computer-based training (CBT) or in a classroom setting. In addition, all personnel will receive initial workplace ORM

training, periodic ORM-related briefings as determined by the commander, on-the-job training, and participation in application of ORM to mission activities.

3.2.2.1.1. Introduction to ORM Training. Supervisors are responsible to ensure all personnel receive this training and that the training is documented. Initial ORM training shall be conducted as part of each unit's newcomer's training when a member is assigned to the 916 ARW.

3.2.2.1.2. Initial Workplace ORM Training. Supervisors are responsible to ensure all personnel receive this training and that the training is documented. Initial workplace training will consist of including the new member in a shop level ORM process as soon as possible.

3.2.2.1.3. ORM Related Activities.

3.2.2.1.3.1. Headquarters (HQ) Air Force Reserve Command (AFRC) may schedule ORM-down days on a periodic basis. These days will be fully supported by all personnel, including unit safety representatives and ORM advisors.

3.2.2.1.3.2. ORM related briefings may be provided to unit personnel as a part of Commander's Calls. These briefings may be presented as Air Force or HQ AMC/AFRC video presentations or as briefings by the group/unit ORM advisor, wing ORM Program Manager, or unit safety representatives.

3.2.2.1.4. On-the-Job Training. Personnel at every level will work with their supervisors and the group/unit ORM advisor to learn wing and unit procedures for applying ORM to tasked activities.

3.2.2.1.5. Participation in ORM-Related Mission Activity. Project managers and team members will employ the wing process for managing risk associated with mission-related activity for all projects, with the assistance of the group/unit ORM advisor.

3.2.2.1.6. The material can also be downloaded from the AFRC ORM Home Page via the AFRC Safety Home Page: <https://www.my.af.mil/gcss-af/USAF/ep/globalTab.do?channelPageId=s6925EC134BF30FB5E044080020E329A9>

3.2.2.2. Advisor. Advisor level training includes participation in all basic level activities and attending the Air Force ORM Applications and Integration Course, at the Air Force Safety Center, Kirtland AFB, New Mexico or an alternate venue approved by AFRC.

### 3.3. Objective 2. Provide tools and information to enable ORM use.

3.3.1. Introduction. Providing the tools and information necessary for assigned personnel to apply ORM to mission activities is essential to successful implementation of ORM in the wing. The tools and information required will be provided in two ways: Web-based products and personal contact.

3.3.1.1. Web-based Products. The latest web-based information in support of ORM is available from the AFRC ORM site. This information is accessible from mil-only

sites.

<https://www.my.af.mil/gcss-af/USAF/ep/globalTab.do?channelPageId=s6925EC134BF30FB5E044080020E329A9>

3.3.1.2. Personal Contact. Despite the best of training and web-based products, personal contact remains a staple of doing business. Wing members are encouraged to discuss any ORM related topic with the group/unit ORM advisor or safety representatives.

### 3.3.2. Implementation and Responsibilities.

3.3.2.1. Web-Based Products. The wing ORM Program Manager will maintain a supply of ORM tools and regulations available via the public folders to allow assigned personnel ready access to essential ORM requirements and supporting documentation. Group/unit ORM advisors will also develop procedures for providing this material to units within the respective groups.

3.3.2.2. Personal Contact. Contact information for the ORM advisor will be provided on unit additional-duty rosters. The group/unit ORM advisors will make themselves available to assist, train, and guide personnel in their ORM activities.

## 3.4. Objective 3. Integrate ORM into all mission-related activities.

3.4.1. Introduction. Employing ORM in the conduct of mission-related activity is the key focus of ORM policy and guidance.

### 3.4.2. Implementation and Responsibilities.

3.4.2.1. Planning Activity. The 916 ARW ORM Program Manager will conduct ORM Council Meetings quarterly (at a minimum semi-annually). All ORM unit level advisors are encouraged to attend. ORM Council Meetings will be used to provide recurrent ORM training to unit ORM advisors and discuss activities/mission the wing will be conducting that could increase risk. Individual units will routinely apply ORM into their planning activities. The wing ORM Council Meetings should serve as a template for units to follow. All identified hazards and controls will be identified and integrated into the planned activity. In addition, the risk analysis will be reviewed by unit or group commanders before being briefed to the appropriate commander. Risks that cannot be reduced to an acceptable level will be identified to the commanders to enable an informed decision regarding the level of risk.

3.4.2.2. During Execution. Throughout the execution of any project or procedure, units will implement risk controls identified in planning and observe their effectiveness. Inadequate risk controls will be cause for delaying operations until adequate risk controls can be employed or an informed decision by the appropriate commander is provided. Lessons learned will be noted for future use.

3.4.2.3. Post Mission Activity. Once after-action reports are published, units will forward ORM lessons learned to the group/unit ORM advisor so the process for applying ORM can be updated.

## 3.5. Objective 4. Continuously improve wing ORM processes, products, and policies.

3.5.1. Introduction. Continuous improvement of ORM processes is essential to keep abreast of the mounting complexity of hazards to mission activity.

3.5.2. Implementation and Responsibilities.

3.5.2.1. ORM Processes. All units will note any difficulty or inadequacy in any unit ORM process and identify their observations and recommended fixes to the ORM advisor.

3.5.2.2. ORM Products. Wing personnel will note any difficulty or inadequacy in unit ORM products and identify their observations and recommended fixes to the group/unit ORM advisor.

3.5.2.3. ORM Policies. Wing personnel will note any difficulty or inadequacy in unit ORM policy and identify their observations and recommended fixes to the group/unit ORM advisor.

3.6. Objective 5. Encourage off-duty application of ORM.

3.6.1. Introduction. Application of ORM by Air Force personnel to off-duty activities is identified at Air Force level as an essential part of any unit ORM program.

3.6.2. Implementation and Responsibilities.

3.6.2.1. ORM Down Days. During all safety or ORM down-day activities, application of ORM to off-duty activities will be included as a part of the day's activities.

3.6.2.2. ORM Briefings. Application of ORM to off-duty activities will be included as a part of Commander's call ORM briefings.

3.7. Objective 6. Provide ORM program oversight.

3.7.1. Introduction. Commander ownership of ORM activities is essential to ensure ORM is employed and becomes an integral part of all mission activity.

3.7.2. Implementation and Responsibilities. On an annual basis, the wing ORM manager and group commanders will review this instruction for currency and completeness.

RANDALL A. OGDEN, Colonel, USAFR  
Commander

**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFI 90-901, Operational Risk Management, 01 April 2000

AFMAN 33-363, Management of Records, 01 March 2008

AFPD 90-9, Operational Risk Management, 01 April 2000

***Adopted Forms***

AF Form 847, *Recommendation for Change of Publication*

***Abbreviations and Acronyms***

**AF**—Air Force

**AFB**—Air Force Base

**AFI**—Air Force Instruction

**AFMAN**—Air Force Manual

**AFPD**—Air Force Policy Directive

**AFRC**—Air Force Reserve Command

**AMC**—Air Mobility Command

**ARW**—Air Refueling Wing

**ARWI**—Air Refueling Wing Instruction

**CBT**—Computer Based Training

**CV**—Current Commander Vice

**HQ**—Headquarters

**O&M**—Operation & Maintenance

**ORM**—Operational Risk Management

**RDS**—Records Disposition Schedule